

Career Service History

~~13~~ The concept of a U. S. career intelligence service began in the Office of Strategic Services in 1944 when the chief of that Service, General Donovan, recognized the need to develop and maintain a group of people who could continue to serve the government's need for a centralized intelligence activity. General Donovan established a planning committee which continued to study the implications of the concept of a central intelligence organization. One of the principle questions under consideration at the time was whether a central intelligence organization, if maintained, should be under the military or the civilian segment of government. Agreement was reached quite early that any centralized intelligence unit ought to be civilian within the framework of our democratic society, and this fundamental concept has remained thereafter. (It is of interest that [REDACTED] who was very active in the 25X1A9a staff work involved in the initial stages of the CIA Career Service System, was one member of the committee appointed by General Donovan) ~~who were the other members?~~ Also in 1944 a list was established of those persons who could handle a central intelligence function and who, in the judgment of the planning committee, should be held together if possible in order to carry out the responsibilities of a central intelligence organization. This was a kind of "executive inventory" and was prepared in 1944. It included a number of individuals who were employed later by

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the Central Intelligence Agency. A special support unit became effective on 1 September 1945 and in 1946 the Central Intelligence Group was established by Executive Order. The CIG was simply a group of people established by the authority of the President to encompass all that remained of the Office of Strategic Services at that time. When this change took place, all members of the CIG who were under contract at the time were appointed as employees of the federal government. This marked the first establishment of an appointed civilian central intelligence organization. It is significant that these appointments were made on vouchered funds.

~~CU~~ The Central Intelligence Agency was established by the Armed Forces Act of 1947. A most unusual provision of the act was that the establishment of the CIA should become effective the day after Mr. Forrestal took the oath of office as the first Secretary of Defense. Mr. Forrestal took his oath of office during the second week of September, ~~and~~ <sup>oath of ~~the~~</sup> Admiral Leahy took his <sup>Central Intelligence Agency</sup> office on 17 September and the ~~CIA~~ was established effective 18 September 1947.

3. The next milestone was Public Law 110, the Central Intelligence Act of 1949. This Public Law gave the Director of the Central Intelligence Agency all of the broad powers and authorities which he has today in directing the operation of the Agency. It is ~~quite~~ <sup>especially</sup> significant that the

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freedom allowed the Director in Public Law 110 permitted the Central Intelligence Agency to establish its own career service.

Nothing of <sup>particular</sup> significance to the CIA Career Service System occurred in 1949.

However, with the appointment of Walter B. Smith as Director of Central Intelligence in 1950, the CIA began to face the <sup>problems of establishing</sup> establishment ~~of~~ a career service. One of General Smith's first actions was to hire Col. Matthew Baird in January 1951 and ask him to assume responsibility for developing the concept of a career service system for the Central Intelligence Agency.

In March 1951, General Smith wrote to ~~General~~ John McCloy, the high commissioner of occupied Germany "I am trying to build up a corps of well-qualified men here who are interested in making a career with the CIA. To effect this I recently established a training section which functions, as much as I dislike the term, as a sort of career management service." It was General Smith's drive which pushed forward the concepts initiated by General Donovan into the actual development of a Career Service Program. Col. Baird's first responsibility was to prepare a paper entitled "A Program on the Establishment of a Career Corps in the CIA." This paper was approved in principle by General Smith, <sup>W</sup> With the concurrence of General Trubee <sup>Wheeler</sup> Davison, then the Director of Personnel and who wrote "I am in hearty accord with the proposal subject to minor adjustments in timing and recommend you approve the plan in principle."

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Col. Baird's paper stimulated a great deal of discussion and controversy throughout the Agency. There were those who applauded and those who rejected the basic concept of an "elite corps" of officers which was envisioned as the nucleus of the career intelligence service. As an outgrowth of these differences, a Career Service Committee was established under General Davison with subcommittees designated to work through concepts relating to major issues in question. Initially there were \_\_\_\_\_ such committees concerned with \_\_\_\_\_.

Later in \_\_\_\_\_ 1952 the CIA Career Council was established with responsibility for implementing the concepts so far developed and for further study and development of an effective career service program for the Agency. The members of the CIA Career Council were \_\_\_\_\_  
\_\_\_\_\_. The ~~CONFIDENTIAL~~ Council met regularly every \_\_\_\_\_ for the next \_\_\_\_\_ years bringing the very concentrated attention of the most senior officers of the Agency to bear on the problem of managing a career service.

After much debate, the concept of the CIA Career Staff became sufficiently crystallized to be implemented on members of the Agency who had been on duty for three years were invited to apply for membership in the Career Staff. Upon applying for such membership, committees of ~~XXXXX~~ examiners representing each of the major components of the Agency reviewed the employment records of each applicant for Career

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Staff membership and recommended to the CIA Selection Board that their membership be approved, deferred or denied. A decision by the Selection Board to defer action was followed by reconsideration on the development of additional pertinent information. This process of screening and selection for Career Staff membership continued over a period of \_\_\_\_\_ years until \_\_\_\_\_ when a total of \_\_\_\_\_ applications for membership in the Career Staff had been reviewed resulting in the acceptance of \_\_\_\_\_ employees for membership and the rejection of \_\_\_\_\_ or approximately 2% of the applications submitted.

The Career Staff ~~was~~ such was replaced in \_\_\_\_\_ by the establishment of career provisional appointments followed by conversion to accepted appointment after three years of <sup>satisfactory</sup> ~~performance~~ performance and upon the recommendation of an employee's career service. In all, these screening programs have assumed less and less importance with time. For the most part today all employees of the Agency on ~~XXXX~~ accepted appointments are considered as careerists and enjoy the benefits of the programs which make up the Agency's Career Management System. We are less concerned with drawing distinctions between groups of employees and we are more concerned with the development and maintenance of a spriet and career motivation among all employees of the Agency.

The CIA Career Council was disbanded in \_\_\_\_\_ when it was

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felt that the Agency's Career Service System had gained sufficient maturity to be managed through the normal administrative channels. At the time the Career Council was abolished a Personnel Advisory Board was established which was to meet on the call of the Director of Personnel as chairman or at the request of any member of the Board to consider matters pertinent for deliberation for senior representatives of major components concerned with personnel management. The Personnel Advisory Board has met with less frequency with the passage of time.

One of the present concerns of the initial Career Service Committee continues to be ~~XXXX~~ raised from time to time even today. This is the question of reward or pay for hazardous duty performed by Agency careerists.

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